

ANNUAL REPORT FY 2012

ALEDA E. LUTZ

VA MEDICAL CENTER

SAGINAW, MICHIGAN

Core Values "I CARE "

Integrity Commitment Advocacy Respect Excellence

characterized by being:

Trustworthy, Accessible, Quality Oriented, Innovative, Agile & Focused on Integration

Mission: Honor America's Veterans by providing exceptional health care that improves their health and well-being.

Vision: VHA will continue to be the benchmark of excellence and value in health care and benefits by providing exemplary services that are both patient-centered and evidence-based.

This care will be delivered by engaged, collaborative teams in an integrated environment that supports learning, discovery and continuous improvement.

It will emphasize prevention and population health and contribute to the Nation's well-being through education, research and service in national emergencies.

Overview of Aleda E. Lutz VA Medical Center

The Aleda E. Lutz VAMC in Saginaw consists of a VHA facility with an independent Community Living Center (CLC), and a VA Healthcare Annex providing outpatient mental health and primary care. There are Community Based Outpatient Clinics (CBOCs) in Alpena, Bad Axe, Cadillac, Cheboygan County, Clare, Gaylord, Grayling (Opening October 2012), Oscoda, and Traverse City. These facilities provide care to Veterans in the 35 counties of central and northern Michigan's Lower Peninsula.

The VAMC provides primary and secondary medical services, ambulatory surgical services, and outpatient social work, psychology and psychiatric services. Health care is provided through primary care and long-term care areas of medicine, surgery, psychiatry, physical medicine and rehabilitation, dentistry, and geriatrics and extended care. The VAMC is part of the Veterans Integrated Service Network (VISN) 11, which includes facilities in Detroit, Ann Arbor, and Battle Creek, Michigan; Fort

Wayne, Marion, and Indianapolis, Indiana; and Danville, Illinois. The medical/telemetry inpatient ward has 25 authorized beds and 19 operating beds.

The VAMC CLC Center has 120 authorized beds and 81 operating beds. The unit specializes in skilled care, rehabilitation, and palliative care. The CLC also oversees Home-Based Primary Care (HBPC).

Medical Center FY 2012 Statistics:

Total Operating Beds – 100

CLC – 81

Acute - 19

Unique Veterans Served – 31,493

FY 2012 Outpatient Visits– 328,185

Total Admissions– 1,356

	Acute/Telemetry	CLC
Bed Days of Care	2,296	14,012
Average Length of Stay	3.07	23.23
Average Daily Census	6	38

Full-Time Equivalent Employees – 894.6

Total Medical Budget - \$160,787,264

Total MCCF Collections - \$7,403,512

Voluntary Service Program:

FY 2012 Donations

Monetary - \$67,970.45

Activity - \$39,351.94

Items - \$121,152.67

GRAND TOTAL - \$228,475.06

FY 2012 Volunteer Hours - 44,675 Hours

Medical Center Leadership - Message from the Acting Medical Center Director:

Many great things have happened over the past year to promote Veterans' health care at the Aleda E. Lutz VA Medical Center, VA Healthcare Annex, and eight Community Based Outpatient Clinics. We will be opening our ninth clinic in Grayling in October 2012.

The Cheboygan County VA Community Based Outpatient Clinic (CBOC) began seeing Veterans September 26, 2011 and is currently the northern-most VA clinic in the Lower Peninsula of Michigan.

We began full implementation of Patient Aligned Care Teams (PACT) in many of our outpatient clinics and will continue to bring specialty clinics on board, as well. This Veteran-centered team approach to care involves the Veteran and their families to partner with the health care team to provide comprehensive, holistic care based upon the Veteran's needs, not the medical center's processes.

We continue to enhance our Mental Health initiatives and outreach to include ending Veterans Homelessness, assisting Veterans involved in the court systems through Veterans Justice Outreach, continued diligence with suicide prevention, and much more. The Aleda E. Lutz VA Medical Center has hired several new staff to help with these initiatives and assist Veterans with improving their quality of life and socioeconomic well-being.

Our medical center's business motto remains "improving our work is our work" and we continue to train management and employees on Systems ReDesign and LEAN/Six Sigma. These tools help us identify process waste and build efficiencies to better serve Veterans and also promote staff satisfaction.

We continue to process Compensation and Pension Exams in a timely manner and within the established goal of 31 days. We also strive to exceed clinical access measures for primary care and mental health clinics, giving Veterans the care they need, when they need it.

We have made great progress with infrastructure construction and have met 2015 energy goals ahead of schedule to reflect a reduction in energy intensity by 31.4%.

So many great things have been accomplished and more to follow. I hope you will find the information on the following pages to be useful, as the limited content describes only

a portion of the work and commitment of VA employees in providing excellent care to deserving Veterans!

-Stephanie Young, Acting Medical Center Director

Patient Aligned Care Teams (PACT) – The Patient Aligned Care Teams concept is a team-based approach in delivering care to Veterans in a primary care setting. The team is comprised of a provider who is supported by a fully-engaged and collaborative team of staff. The team works together to provide coordinated and comprehensive care throughout a patient's lifetime in order to maximize health outcomes. This approach has been implemented throughout all primary care outpatient clinical modalities of care at the VAMC and CBOCs and is now being spread to all specialty care areas.

-Dr. Robert Dorr, Chief of Staff

Tele-Health/Tele-Medicine - The medical center continues to enhance care through increased use of tele-health and tele-medicine initiatives in support of rural health care initiatives.

-Penny Holland, Associate Director for Patient Care Services

Planetree/Veteran-Centered Care - The Planetree Model promotes the development and implementation of innovative models of health care that focus on healing and nurturing body, mind and spirit. The Planetree Model is patient-centered rather than provider-focused, and is committed to improving medical care from the patient's perspective. It empowers patients and families through information and education, and encourages "healing partnerships" with care givers and healing in all dimensions - mental, emotional, spiritual and social, as well as physical.

-Beverly Doyle, Acting Associate Director

Performance Measure Highlights

The Saginaw VA Medical Center ranks higher than the average within their VISN and consistently outperforms the national average on many quality and clinical performance measures.

The medical center engages in continual survey readiness and performs systems/process tracers utilizing Joint Commission standards and VA Medical Center

policies to ensure quality care and services are delivered in an accurate and efficient manner.

Awards and Accomplishments in 2012

The Aleda E. Lutz VA Medical Center received the Joint Commission Top Performer in Quality Measures for 2011 for assessment and management of patients with pneumonia. This was the second year in a row the VA received this award.

Recipient of the National Center for Patient Safety RCA Cornerstone recognition award, Gold Award for Root Cause Analysis processing. This was the second year in a row the VA received this award.

Accreditation Activities

Joint Commission: The Joint Commission performed an unannounced triennial organizational survey at The Aleda E Lutz VAMC March 6 through March 9, 2012. The facility received accreditation in Behavioral Health Care, Hospital Care, Long Term Care, and Home Care.

CARF: The Aleda E. Lutz Veterans Affairs Medical Center in Saginaw, Michigan is proud to announce they have received a three-year accreditation from the Commission on Accreditation of Rehabilitation Facilities (CARF) for programs that provide care and service to Veterans in Blind Rehabilitation, Compensated Work Therapy, and those participating in Veteran Homelessness initiatives. This accreditation was effective November 2011. The next CARF survey is expected November 2014.

Pathology and Laboratory Medicine Service Accreditation Activities—The service was accredited by the College of American Pathologists in November 2010 with an excellent review. Additional surveys have included the Regional Commissioner's Visit in September 2011 with an excellent review and also the Food and Drug Administration in November 2011 with an excellent review.

Long Term Care Institute - Accredited via annual review in March 2012. These are unannounced annual visits.

Patient Satisfaction

Dimension of Care (Inpatient)	FY11 YTD	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	FY12 YTD	VISN	Nat'l
Cleanliness of the Hospital Environment	89.3	93.3	94.4	80.5	91.9	83.6	95.3	89.2	86.7	93.1	82	95.1	90.2	92.4	90.6
Communication about Medication	82.6	77.0	68.0	69.9	100.0	72.5	78	77.9	78.8	73.4	77.5	93.3	78.4	79.9	78.8
Communication with Doctors	93.5	84.1	89.1	77.8	91.9	79.9	95.7	97.8	92.2	94.5	98	88.6	90.3	92.3	92.8
Communication with Nurses	95.5	93.3	94.6	80.3	91.9	91.8	95.7	100	92.8	93.1	90	95.1	93	93.6	92.9
Discharge Information	88.2	72.2	81.8	83.9	84.6	76.2	81.7	93.2	88.9	83.8	79.8	83.2	83	86	83.7
Noise Level in Room	88.4	85.3	100.0	86.6	85.5	82.7	95.5	91.7	91.4	78.2	70.9	M	87.3	84.1	80.6
Overall Rating of Hospital	71.3	71.6	57.8	58.3	55.1	50.2	73.8	72.1	63.3	52.8	67.6	73.3	63.2	65.8	64.3
Pain Management	91.1	62.6	92.3	66.1	91.5	78.9	93.3	100	90.7	85.5	96.4	93.1	86.4	88.9	88.8
Privacy in Room	94.5	89.2	95.9	86.6	93.6	79.7	82.9	100	95.1	85.5	100	M	90.5	90.5	85.3
Quietness of the Hospital Environment	91.9	93.1	100.0	100.0	91.1	92.7	100	95.1	100	83.4	76.8	100	92.3	86	84.1
Responsiveness of Hospital Staff	89.8	93.4	75.3	87.2	88.3	84.4	100	94	74.9	77.9	95.6	100	88.3	86.7	85.2
Shared Decision Making	89.8	43.1	78.1	50.5	91.9	76.3	73.4	63.5	67.4	70.1	55.6	79.6	67.9	71.3	72
Willingness to Recommend Hospital	66.5	70.1	68.7	62.9	61.4	47.5	78.4	72.1	78.3	52.8	53.2	63.1	65.1	67.5	68.2

Dimension of Care (Outpatient 655-overall)	FY11 YTD	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	FY12 YTD	VISN	Nat'l
Getting Care Quickly	86.9	85.6	80.6	87.5	89.2	89.6	82.5	87.7	84.2	82.8	87	91.1	85.9	79.8	76.9
Getting Needed Care	86.7	84	81.6	92.1	85.2	83.1	75.7	89.7	78.9	83.4	87.9	86.8	84.2	79.5	77.9
How Well Doctors/Nurses Communicate	93.2	95.2	89.4	91.8	94.4	92.7	89.9	95.7	93.9	94.9	92.8	93.7	93.1	89.2	89.7
Overall Rating of Health Care	59.5	65.7	61.6	58.6	62.9	67.6	57.1	56.9	54.1	59.5	63.1	63	60.8	54.3	54.7
Overall Rating of Personal Dr/Nurse	72.6	76.2	70.6	75.0	73.7	76.4	69.7	73.6	68.7	68.4	72.2	71.5	72.3	67.3	67.9
Overall Rating of Specialists	64.5	71.3	56.1	64.6	63.6	67.5	55.8	63.9	59.8	69.5	68.7	69.9	64.4	61.4	63.3
Pharmacy Mailed	86.4	78.6	83.4	87.5	91.4	87.1	74.3	92.4	80.2	84.8	88.7	73.3	83.7	81.8	81.4
Pharmacy Pickup	81.4	82.6	72.7	74.4	72.3	84.5	74.8	54.7	70.8	88.5	75.5	81.1	75.8	67.9	65.5
Provider Wait Time	83.6	77.7	82.1	84.8	88.5	85.4	90.6	91.5	85.4	86.2	85.9	97.7	86.8	77.3	75.5
Shared Decision Making	91.9	87.4	87.2	92.4	86.2	96.8	84.7	93.4	90.2	91.6	85.3	90.2	89.5	88.6	89.5

NOTE: Cells shaded in red with red font indicate a score lower than the National score (moving target) for that particular Dimension of Care

M= these questions were dropped (by OQP) in August.

The medical center promotes resolving Veteran issues at the lowest possible level. Each Service has designated a Patient Advocate Liaison to assist Veterans and their families with any issues or concerns.

Strategic Planning Initiatives

Open Grayling CBOC in October 2012

Evaluate the potential to expand the surgical program

Increase number of Veterans using MyHealtheVet

Continue implementation of PACT

Enhance use of tele-medicine and tele-health in Rural Communities

Expand inpatient programs

Offer Lean/Six Sigma training

Implement ThedaCare principles throughout organization

Increase use of Information Technology

Support culture of continual survey readiness

Improve outreach and communication with Veterans and community stakeholders

Continue enhancements in PlaneTree principles

Implement cost efficiencies through evaluation of inpatient and outpatient programs

Promote employee growth and satisfaction through mentorship and employee survey result action plans

Engage in succession planning

Invest in ongoing education for employees

Did you know the VA Medical Center invites Veterans to participate on their organizational “boards”? The VA has Veteran representation on Women Veteran’s Committee, Quality Executive Board, Veteran Satisfaction Board, Workforce Development Board, and Strategic Planning Board. We will continue to identify other committees and boards for Veterans to engage in operations as we continually focus on the “voice of the customer.”

Rural Health and Volunteer-Supported Transportation Initiatives

Transportation is provided to Veterans from Gaylord, Grayling, West Branch and Standish to VA Medical Centers in Saginaw, Ann Arbor, and Detroit through the Rural Health-funded program.

We continue to support Veterans’ transportation needs by the contributions of donated vans from the Disabled American Veteran organization and volunteer drivers.

Currently, vans are running out of Alpena, Harrison, Grayling, Manistee, Traverse City, and Burton (Flint).

Ongoing recruitment for Volunteer drivers and support from community agencies continues as we keep Veterans “on the road to better health.”

Investing In Our Employees

Leadership at the VA Medical Center has an expectation that managers will receive mentorship training and certification and provide as many mentoring opportunities to VA staff as possible. Currently, there are 61 managers who have received training, some level of certification, and continue to obtain mentorship hours over the course of the Fiscal Year.

Many managers and employees have received, or are currently enrolled, in LEAN/Six Sigma training to support ongoing Systems ReDesign throughout the facility. There are 72 staff who have received Yellow Belt and Green Belt training since FY 2011.

Educational Affiliations

The Aleda E. Lutz VA Medical Center has an educational affiliation with Central Michigan University (CMU) Healthcare, which provides clinical training to physician residents in Internal Medicine. The Medical Center has five rotating residents trained at the VA Medical Center each month. A disbursement agreement is appropriately in place with CMU at this time.

There are also associated health education affiliations with Saginaw Valley State University for nurses, nurse practitioners, and occupational therapists, as well as affiliations with Central Michigan University for Physician Assistants, Dietetic Interns, Recreational Therapy, Psychology, Health Administration, and Audiology; Ferris State University for Pharmacists, Criminal Justice, and Optometry Interns; Delta College for nurses, dental hygienists, and physical therapy assistants; University of Michigan – Flint for nurses and physical therapists; Macomb Community College for physical therapy assistants; Davenport University for nursing; Michigan State University for Social Workers ; Madonna University for Nursing; Shenandoah University and Ohio Northern University Working Professionals for Pharm D; Wayne State University for nurse practitioners; Loyola University New Orleans for nursing; and Illinois College of Optometry.

Patient Safety

Patient Safety is of the highest priority. The Patient Safety program continues to expand in scope with increasing awareness by staff. Patient Safety is every employee's responsibility and efforts continue to focus on the many areas of care and treatment that is provided at this facility to provide safe care. Efforts are ongoing to create a culture of safety by encouraging employees to report adverse events and close calls, participate in analyzing systems, and seeking out solutions that will enhance patient safety. Focus is on procedures and process rather than individuals. Continued enthusiasm, commitment, and personal involvement at all levels of staff throughout the facility are key to sustaining success in the patient safety program.

RCA (Root Cause Analysis) - There is a national requirement for a minimum number of RCA reports to be conducted on an annual basis. There must be a total of eight RCA's per year. During FY12, there were seven individual RCA's and three Aggregate RCA's conducted for a total of 10 reports. This Facility exceeded the requirements for the number of reviews to be completed, and 100% of the reviews were submitted within the required 45-day timeframe. All of the RCA's submitted contained a strong string which includes a strong or intermediate action and quantifiable outcome measure.

Systems Redesign

Systems Redesign (SR) 2012 accomplishments include:

Implemented LEAN Yellow Belt Educational Course which is based on best practices

Supported Standard Work/Daily Continuous Improvement roll-out and on-going coaching

Supported VISN projects including HUD-VASH (addressing homeless Veterans) and Patient Flow/Non-VA Care

Launched project targeted to improve Chaplain/Spiritual Services

Employed LEAN tools and methods to eliminate medication renewals through Urgent Care

Defined and completed a 2nd Communications Wall, which incorporates a scrolling slide show via computer monitor

Aids in Systems Redesign education

Facilitates communication updates remotely

Refreshed Original Communications Wall 1

Provides a BIG view of broad changes impacting our Medical Center and our patients

Certified nine employees as LEAN Yellow Belts

Contributed to roughly \$2,000 in Cost Avoidance

Delivered a better process to our staff (based on Voice-of-the-Customer)

Employee Growth and Satisfaction

Investing in employee growth and satisfaction is crucial in moving the organization forward. Departments engage in All Employee Survey outcomes and develop action plans to help improve workplace satisfaction, morale, and professional development.

VA Learning University and ADVANCE provide ongoing educational topics for employee growth and learning.

VA employees are offered formal training in a variety of settings to continue self-development of personal mastery skills.

Employee Activities—Promoting “Care for the Caregiver”

Wellness is Now (WIN) is an employee program focused on healthy living, stress management, and more. The program is managed through Occupational Health and is continuously changing and growing to gain interest from employees ready to improve their health and well-being.

The VA continues to maintain an Employee Association (EA) which promotes special events for employees, however, it also helps to give back to the community. An annual program the EA supports is “Adopt-A-Veteran and Family” near the holidays. Employees come together to purchase items from a wish list for those in need.

Combined Federal Campaign - Each year, VA employees have an opportunity to donate by cash or payroll deduction to a charity of their choice. In FY 2012, VA employees contributed \$13,831 to the Mid-Michigan Combined Federal Campaign.

New and Enhanced Program Initiatives

MOVE! Intensive Program—Showing Great Success

MOVE! Intensive Weight Management Program – The medical center was approved to begin a MOVE! Intensive Weight Management Program whereby Veterans are lodged in a “hoptel” setting for a period of 12 days and includes nutrition and fitness counseling, activities, and more. They will then be followed in an outpatient setting through the Outpatient MOVE! Program. Veterans are reporting weight loss, on average, from 12-26 pounds during their 12-day stay.

Homeless Program Initiatives

Initiatives to end Veteran homelessness remain on the forefront. We have made great progress and success with getting Veterans into the HUD-VASH home voucher program, Grant and Per Diem Housing program in Gaylord, and have also contracted with local homeless shelters to designate rooms specifically for Veterans. We held a Homeless Stand Down in Saginaw to provide information on VA and community services, and continue outreach efforts in as many of our 35 counties as possible.

Strides in partnering with community court and judicial systems is also being realized. Many are beginning to develop Veterans courts, or other support programs, to help rehabilitate Veterans rather than incarcerate them. This program continues to grow through outreach and perseverance.

Low Vision/Blind Rehabilitation

Veterans continue to receive care when they need it most. Through a lodger program, Veterans are enrolled in a multi-day stay and work one-on-one with VA Blind Rehabilitation Staff to learn how to cope with their low vision or blindness. They are provided a semi-private room, engage in daily training sessions and counseling, and learn the skills necessary to remain as independent as possible.

Seamless Transition Program

During Fiscal Year 2012, the Saginaw VA provided assistance and care to 1,933 Operation Enduring Freedom/Operation Iraqi Freedom/Operation New Dawn Veterans. Of those, 291 received case management services. Continued enhancements to make the transition from active duty military to civilian Veteran status is a top priority for the VA Medical Center. Teams engage in pre-deployment and post-deployment events, continue outreach in a variety of community settings, and is building ongoing business

relationships with Department of Defense health care facilities and staff to have much of the transitional work accomplished to remove the burden from the Veteran and their family.

VA Caregiver Support

The VA continues to manage a supportive program for Veterans and their families entitled “VA Caregiver Support.” This program offers special assistance, financial stipends, and forms of respite care when the Veteran requires a caregiver to meet his or her physical and emotional needs. The website, www.caregiver.va.gov, provides information about the program should you or someone you know want to learn more.

Suicide Prevention

The Aleda E. Lutz VA Medical Center’s clinical professionals continue to assess Veterans presenting with risks identified as contributing toward thoughts of suicide or homicide. A vast increase in Mental Health staff this year will allow for Suicide Prevention Program growth and enhancements to help Veterans currently struggling with their emotional health. VA continues to treat Veterans with a whole-body approach to care, and have currently integrated primary care with mental health care to lower their risks.

Noteworthy Events

The VA Opened Cheboygan County Community Based Outpatient Clinic in November 2011.

The VA hosted a ceremony and luncheon for Former Prisoners of War and their guests on Friday, September 21, 2012.

Veterans Receive Support through Veteran Service Organizations and Community Agency Donations

Knights of Columbus donated several Amigos for Veteran use.

A special group of Volunteers provided Veterans with gifts for the holidays on December 24, 2011.

Construction 2012 - Infrastructure Changes for the Medical Center Included

Steam to hot water conversion

Electrical upgrades throughout facility to include electrical closet expansion

Upgrades to heating, ventilation, and air conditioning system

New water tower and bulk oxygen relocated

The medical is planning for multiple projects to begin which includes a new front entrance to the medical center, renovation of Same-Day Surgical Department, upgrades to public bathrooms and domestic water piping, and main medical center roof replacement.

We thank everyone for their patience and understanding as we continue to improve the infrastructure of the facility in preparation for the many years of care and service we look forward to providing to Veterans, in a more efficient and safe health care environment.

Don't Forget to Visit Us on the Web at:

<http://www.saginaw.va.gov/>

and Facebook:

www.facebook.com/VASaginaw

www.myhealth.va.gov

Aleda E. Lutz VA Medical Center

1500 Weiss Street

Saginaw, MI 48602

1-800-406-5143 (Toll-Free in Michigan) or (989) 497-2500